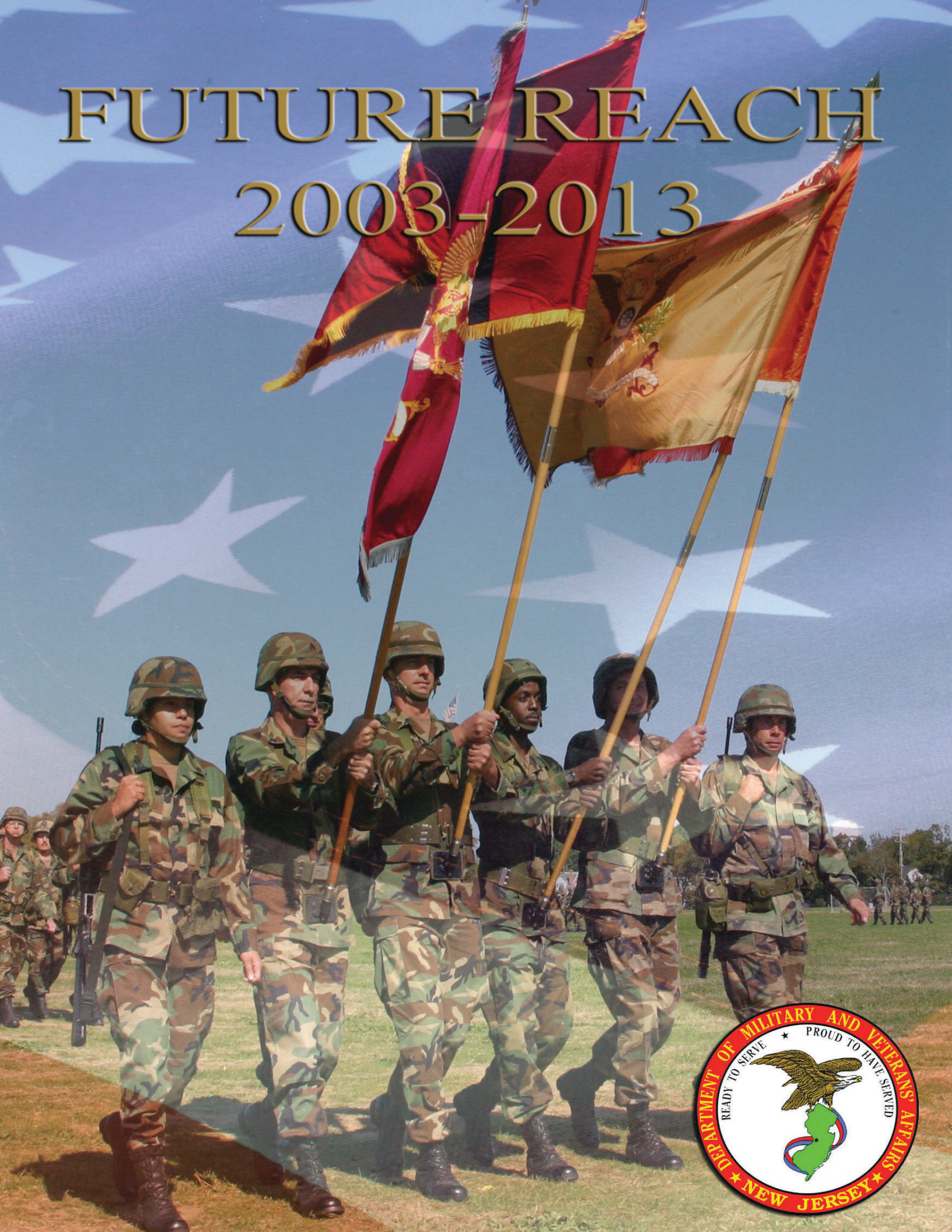


FUTURE REACH

2003-2013



MESSAGE FROM THE GOVERNOR

My congratulations to the Department of Military and Veterans Affairs for their vision in producing the ***Future Reach Plan*** which will provide direction for the next ten years. With this Plan, New Jersey is in the vanguard for the challenge of future missions.

The ***Future Reach Plan*** provides clear direction and will help to assure we are able to protect our citizens and our critical infrastructure in an operational climate marked by ambiguity and uncertainty. More than ever before, the National Guard is key to our safety and security. The role of the National Guard is evolving to meet changing threats to our security at home and abroad. Today, Homeland Security and Homeland Defense are priority missions for the National Guard.



Governor James E. McGreevey

This Plan recognizes that the debt we owe our veterans is enormous. We must remember that the needs of our veterans continue to expand both for our older veterans and our recent veterans of the Global War on Terrorism. We must provide our veterans with outstanding services to meet their health care needs as they age.

I applaud Brigadier General Glenn K. Rieth's foresight in developing this ***Future Reach Plan***. This important planning document is consistent with our State's objectives and our focus on continuous improvement through articulated objectives and strategies.

On behalf of the citizens of New Jersey, I thank the Department of Military and Veterans Affairs for their continuing tradition of outstanding service to our State and Nation and especially to our veterans. We must never forget the sacrifices made by our veterans. The sacrifices of our citizen soldiers and airmen are what enable each of us to continue to enjoy our freedom and our way of life.

MESSAGE FROM THE ADJUTANT GENERAL

The New Jersey Department of Military and Veterans Affairs takes great pride in publishing our Future Reach Plan. This document is a comprehensive, unified plan that outlines my vision for the next ten years. Strategic analysis and long range planning for the New Jersey National Guard and Veterans Services are keys to our future success as well as being ready, reliable, relevant and accessible.

Future Reach Plan objectives were designed to be congruent with the transformation occurring within our armed services and our commitment to veterans. Our challenge will be to meet our strategic objectives that incorporate on-going joint operations, State of New Jersey mission support and readiness through two-year Strategic Action Plans. It is imperative to bring Department priorities into sharper focus by integrating this plan into day-to-day operations throughout NJDMAVA.



*Brigadier General Glenn K. Rieth
The Adjutant General*

The Plan provides the framework for a continuous, long-range planning process that will guide the Department toward successful achievement of our objectives across the full spectrum of our responsibilities: Community, State, Region, and Nation. The Future Reach Plan culminated a yearlong process of assessment and analysis by senior component leaders from the Army, Air and Veterans Services.

Component committees examined an uncertain and turbulent future in determining the Department's potential direction and strategies for addressing change. These groups crafted objectives and strategies specific to their organizations and operating environments.

Our components' core values are integral to this planning process. The New Jersey Army and Air National Guard and Veterans Affairs certainly reflect these values in all that we do and continue to do with ever-increasing demands and requirements.

I congratulate the Executive Steering Committee and the component committee members for their dedication and hard work in making this plan a reality.

EXECUTIVE SUMMARY

The Long-Range Plan Executive Steering Committee of the Department of Military and Veterans Affairs (DMAVA) has provided oversight for the development of this Future Reach Plan and the Action Plans.

The Executive Steering Committee is composed of representatives from each of the core components that comprise the Department and formed the committees in each respective area: Army National Guard, Air National Guard, Veterans Affairs, Central Support Services Division and the Division of Homeland Security.

The Future Reach Plan is a broad perspective plan that covers ten years and provides a corporate framework for the Army National Guard, the Air National Guard and Veterans Affairs. The core component committees provided input into each of these areas.

Previous departmental plans utilized the scenario based planning process. The Executive Steering Committee opted to develop and use planning assumptions as the basis for the Future Plan.

Departmental Vision and Mission Statements are highlighted.

Core values are developed and articulated in the Future Reach Plan by the component committees. Each component has established objectives and strategies for each of the core planning areas.

The planning areas are:

- Missions
- Force Structure
- Human Resources
- Training
- Infrastructure

The Army and the Air National Guard both have a significant focus on transformation, modernization of hardware and equipment, strength, readiness, and jointness.

A full-time weapons of mass destruction civil support team (WMD-CST) is identified as key to responding to the potential future threat.

Veterans Affairs focused on missions that provided expansion in transitional housing for homeless vets, expansion and quality of life issues in the long term care facilities, assuring benefits and opportunities for all vets, and preserving military history and memorials.

Force structure, human resources, training, and infrastructure objectives and strategies were all designed to meet the specific missions identified by component.

Next steps will include the process for developing two-year Action Plans by the core component committees for the Army National Guard, Air National Guard, Veterans Affairs, and Homeland Security. Central Support will devise an Execution Matrix to support all of the Action Plans.

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INTRODUCTION

The New Jersey Department of Military and Veterans Affairs began formal Long Range Planning in 1988 and published its first plan in 1989. The New Jersey Army National Guard (NJARNG) and the New Jersey Air National Guard (NJANG) issued separate plans designed to guide their futures. Plans were reviewed and updated in subsequent years. In 1994, the Department initiated an effort by the NJARNG and NJANG to produce the first nationwide joint service State National Guard Long Range Plan. The synergistic effect of this combined work is the genesis of today's Future Reach Plan. It is noteworthy that the Department's planning process has been endorsed, improved upon, and enthusiastically encouraged by four successive Adjutants General. Their support validates the value of the program.

New Jersey is positioned along the country's most strategic land, air and water routes, and the most prominent and visible symbol of the New Jersey National Guard (NJNG) are the armories and air installations located across the state. New Jersey National Guard infrastructure physically links the military to the communities we serve.

The New Jersey National Guard is poised to accept new mission and force structure. The readiness and relevancy of equipment and personnel will determine whether or not the NJNG retains its missions and force structure, remains competitive for emerging mission, and receives upgrades to its infrastructure. Tomorrow's forces will incorporate technology to a much greater degree while projected equipment acquisitions show a significant decline. Organizations who possess outdated legacy weapon systems face the perils of irrelevancy.

During 2002 the senior leadership of the Department of Military and Veterans Affairs (NJDMAVA) decided that a review should be accomplished of the Department's published

Strategic Plan - Fiscal Year (FY) 98-03 as well as its Future Plan - FY 96-16.

The New Jersey Department of Military and Veterans Affairs Future Reach Plan is a comprehensive, unified plan identifying the direction we want to go in a future marked by ambiguity and uncertainty. In looking out ten years, the Future Reach Plan sets organizational objectives and strategies. By providing a macro blueprint for the entire Department, all components work from the same "script" to fulfill The Adjutant General's vision and NJDMAVA's mission.

The Future Reach Plan, part of a continuous long-range planning process, provides a framework designed to facilitate dialogue and thoughtful deliberation while guiding planning activities toward desired endstates. To be successful, all members throughout NJDMAVA must be active participants to achieve the plan's articulated objectives.

In the pages that follow, the Department showcases its vision and mission. You are introduced to its planning assumptions, that were derived from study and thought provoking discussion. Subsequently, NJDMAVA's core components describe their assessment of the future and what they believe is necessary to achieve in order to maintain relevancy in that future environment. Developed by Component Committees, the key planning areas are missions, force structure, human resources, training, and infrastructure. As with all planning documents, efficacy is measured by the extent to which plans are utilized and results obtained. Since 1994, the use of Long Range Plans has gained an increasingly prominent role causing it to be the focus of NJDMAVA's decision making. Adhering to the Future Reach Plan, the Department's personnel, time and budget resources are allocated to move the Department towards its planning future.

EXECUTIVE STEERING COMMITTEE MEMBERS

CHAIR

Col Maria Falca-Dodson

ARMY NATIONAL GUARD

BG Thomas Sullivan

COL Frank Carlini

AIR NATIONAL GUARD

Col Alan Bunting

Col Henry Straub

VETERANS AFFAIRS

COL (Ret) Emil Philibosian

COL (Ret) Stephen Abel

CENTRAL SUPPORT

LTC Wayne Hunt

Robin Spaulding-Smith

STATE PLANNER

COL (Ret) Michael Smith

HOMELAND SECURITY

MG (Ret) G. Thomas Garrett

COL Steven Bell

COMPONENT COMMITTEE MEMBERS

ARMY NATIONAL GUARD

LTC Michael V. Shute

Lt Col Steven Ferrari

MAJ John E. Langston

MAJ Daniel Kratz

MAJ (P) John W. Scannell

CPT Staci Irwin

CPT Walter T. Laskowski

CPT William T. Whitehurst

CW4 (Ret) Jack Stoffa

SGM Mark A. Slachetka

MAJ Daniel Mahon

Cindy Leese

VETERANS AFFAIRS

Charles Rowe

Angelo Romeo

CW5 (Ret) Robert Wimberly

CW4 Judith McCabe

SGM Leonard Meyersohn

CPT Edward K. Dion

1SG (Ret) Roberto Durante

Boris Reisseck

Patricia Dugan

AIR NATIONAL GUARD

Col Timothy Carroll

Col Henry L. Straub

Lt Col Randall S. King

Lt Col Roger F. Pharo Jr.

Lt Col Peter D. Smoley

Lt Col James C. Hay Jr.

Lt Col Richard L. Duckworth

MAJ Daniel Mahon

MAJ Mark Preston

Capt Edward Dagney

1Lt Devon E. Hanson

SMS Jennifer A. Stokes

SMS Michelle L. Evans

Paul Serdiuk

CENTRAL SUPPORT

Cindy Leese

Paul Serdiuk

Lt Col (Ret) Edward Sain

MAJ Mark Preston

LTC (Ret) Thomas Flynn

Barbara Dearden

Dr. Wayne E. Girardet

THE PLANNING PROCESS



253rd Transportation Company soldiers supporting Operation Iraqi Freedom.

Organization

A Long-Range Plan Executive Steering Committee (LRP-ESC) was established to conduct the review of the Department's Future Plans. This Steering Committee is composed of representatives of the components that comprise the Department: Army National Guard, Air National Guard, Veterans Affairs, Central Support Division and Division of Homeland Security. The Deputy Adjutant General chaired the Executive Committee. Each component had two senior members on the Executive Steering Committee.

After a careful review was made of the current plans, the Executive Committee decided that a re-write was necessary and their initial decision was to develop a ten year Future Reach Plan with a two year Action Plan. The following NJDMAVA component committees were formed: Army, Air, and Veterans. Central Support personnel were members of all component committees. The Executive Steering Committee appointed members of the component committees and training was provided. The roles and functions of the committees will be discussed under methodology. Next steps will be a two-year action plan that

integrates Homeland Security and Central Support Services.

Developing The Planning Future

Central to the NJDMAVA Long-Range Planning Process was the development of a vision of the future upon which to base the plan. Consensus was reached that a 20-year future projection, common to past plans was, by its scope, too speculative to be of real value in establishing the Department's priorities and hence its decisions. The decision was made to project ten years into the future.

Although considered, the Executive Committee decided not to develop, in depth, possible world scenarios or characteristics ten years hence. The four future scenarios discussed were: U.S.A. Isolationism, U.S.A. as World Peacekeeper, the rise of Neo-nationalism, and a Muted Multi-polar world. The Executive Committee elected to invest planning time in the development of sound planning assumptions rather than scenario based planning. It was felt that the planning assumptions contained enough analytical material that, when combined with the known world threats, opportunities and trends, provided the subcommittees a better guide than scenarios and



177th Fighter Wing crewchief giving the go ahead to a group of F-16C Fighting Falcons.



Blackhawk aircrews scramble to their UH-60A on September 11, 2001.

would serve to give greater focus to their planning.

Methodology

The Executive Steering Committee established the overall vision statement, mission statement, and Planning Assumptions for the Future Reach Plan and by extension the Strategic Action Plan. It was decided that these three documents would be common to the entire Department. The Executive Steering Committee also developed the Core Planning Areas: Missions, Force Structure, Human Resources, Training, and Infrastructure. These planning areas became the common bedrock for each component's plans.

Once these had been agreed upon by the Steering Committee, these issues were given to the component committees to build the NJDMAVA Future Reach and Two-Year Action Plans. The component committees also developed core values as part of their plans. These plans were reviewed on a regular basis by members of the Steering Committee and then adopted. Once the Future Reach and Two-Year Action plans had been completed to the satisfaction of the Executive Steering Committee, they were presented to the NJNG General Officers and disinterested

parties for review prior to presentation to The Adjutant General.

Planning Assumptions

The Executive Steering Committee and the three sub-component committees used the following planning assumptions in the development of the future plans:

- New Jersey demographics will continue to shift.
- Education and professional standards for our workforce will increase.
- NJDMAVA will take advantage of and incorporate advances in technology.
- New Jersey's veterans' population will age, decrease, and require greater care.
- The United States will continue to wage war against terrorism.
- New Jersey will continue to be impacted by terrorism and natural disasters.
- Economic conditions will remain a challenge for the first half of the planning period and then economic conditions will improve.
- Federal and State funding will remain level while priorities may shift.
- Natural and manmade catastrophic events may occur that may alter the arrange-



Governor James E. McGreevey and Brig. Gen. Glenn K. Rieth at the Memorial Day Ceremony at the Brigadier General William C. Doyle Veterans Cemetery.

ments of nations.

- Force structure will continue to evolve.
- The New Jersey National Guard will continue to be deployed on State and Federal missions.
- The United States will remain the sole world superpower for the duration of the planning period.
- The United States Homeland Security/ Homeland Defense construct will impact NJDMAVA.



Members of the Brigadier General William C. Doyle Veterans Cemetery Honor Guard.

New Jersey Department Of Military And Veterans Affairs

Vision Statement

The New Jersey Department of Military and Veterans Affairs is a seamless professional team in service to our citizens and veterans, dedicated to secure and defend both the State and Nation.



Governor James E. McGreevey and Brig. Gen. Glenn K. Rieth officially open the Homeland Security Center of Excellence.

Mission Statement

The New Jersey Department of Military and Veterans Affairs' mission is to provide trained and ready forces prepared for rapid response to a wide range of civil and military operations, while providing exemplary services to the citizens and veterans of New Jersey.



New Jersey Department of Military and Veterans Affairs is located in Lawrenceville.

NEW JERSEY ARMY NATIONAL GUARD



Soldiers of the New Jersey Army National Guard.

Core Values

The New Jersey Army National Guard (NJARNG) Core Values are the bedrock upon which the entire organization rests. They are the shared system of beliefs that guide the ethical, moral, and professional decisions of the men and women who serve in the Army National Guard. They represent the fundamental tenets that bind us together as an organization and serve to tell the people of the State of New Jersey and indeed the Nation who we are as an organization and what we represent.

The core values delineated below mirror those of the active Army component. This is an important construct, since the NJARNG is increasingly called upon to serve in theaters with our active component counterparts. Sharing an identical set of core values provide a common framework from which all other actions can be accomplished.

The NJARNG Core Values are:

- Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.
- Duty: Fulfill your obligations.
- Respect: Treat people, as they should be treated.
- Selfless Service: Put the welfare of the

nation, the Army, and your subordinates before your own.

- Honor: Live up to all the Army values.
- Integrity: Do what is right, legally and morally.
- Personal Courage: Face fear, danger, or adversity (Physical or Moral).

Vision Statement

The future of the New Jersey Army National Guard is an integrated, adaptable, and highly trained force dedicated to meet current and future missions in support of our community, state, and nation.

Mission Statement

The New Jersey Army National Guard will provide a trained and ready force capable of operating across all military and civil operations, that can be rapidly mobilized and deployed in support of federal, state, and local communities.



New Jersey Army National Guardsmen on patrol at Newark International Airport.



M-109 howitzer and New Jersey Army National Guardsman training.

Core Planning Area 1: Missions

“There is nothing so likely to produce peace as to be well prepared to meet an enemy.”
General George Washington

The next ten years will see the continued evolution of missions away from the bi-polar strategies of the cold war era to the emerging strategies of a multi-polar world with its asymmetrical threats. The very future of the NJARNG will depend on its ability to remain a relevant force in the face of ever changing missions, while remaining a reliable organization that can meet the challenges of the present.

Relevancy for the NJARNG will consist of the proper integration and mix of force structure, training, human resources, and infrastructure. These core-planning areas must be synchronized in order to provide the momentum required to transform the organization to meet future missions. It requires balancing current missions and near term readiness in the face of transformation. The Army views this transformation as progressing to the Interim Force (2010) and then to an Objective Force (2016). This future Force will be built to meet the challenges of a broad range of

future missions. The NJARNG must keep pace with these changes.

Objective

Maintain a relevant force that can adapt to a wide range of missions.

Strategies

- (1) Provide a trained and ready force capable of accomplishing State missions across the full spectrum of military and civil operations.
- (2) Maintain a relevant force trained and ready to support federal missions, while simultaneously pursuing Objective Force Structure.
- (3) Continue support of Federal and State Homeland Security missions.

Core Planning Area 2: Force Structure

“All is flux, nothing stays still.”
Heraclitus

Second only to mission, Force Structure is the engine, which will drive changes in the other core planning areas. It will determine the composition of personnel required to man the force as well as the training that will be



New Jersey Army National Guardsmen training in MOPP gear.

required to maintain the fighting skills of that new force. Ultimately, it will determine the infrastructure required to sustain it in New Jersey.

Decisions must be made now to obtain new force structure, that is the ratio of combat, combat support, and combat service support units that will be assigned to the NJARNG. This will require the NJARNG to ascertain the right mix of force structure to accomplish present missions, while posturing the organization for the future missions of the Objective Force.

The framework for achieving part of this goal will be the transition of the NJARNG to the Objective Force. The Objective Force will allow the NJARNG to keep pace with the Army's transformation to a lighter Interim Force. However, the Objective Force will not provide all the diversity of force that will be required to insure the relevancy of the NJARNG. This will only be accomplished by securing a broad range of different types of units, which will give the NJARNG the flexibility to handle different types of missions.

Objective

Provide a viable, emerging, trained and ready force capable of operating across all military and civil operations.

Strategies

- (1) Design a Force that is capable of operating across the full spectrum of operations. (Force Generation for the Governor and Combatant Commander).
- (2) Transfer to a lethal, light, smaller force.
- (3) Make bold decisions and be proactive in obtaining new force structure.
 - Obtain additional Utility Aircraft Force Structure.
 - Obtain a Heavy Civil Support Team.
 - Obtain Combat Support and Combat



New Jersey Army National Guardsmen on patrol at the Salem-Hope Nuclear Power Plant.

Service Support force structure.

- (4) Transform the Regional Training Institute (RTI) to support force structure.
- (5) Obtain future combat systems and training technologies.
- (6) Move toward Joint Force Operability.

Core Planning Area 3: Human Resources

"Alone we can do so little; together we can do so much."
Helen Keller

Soldiers remain our most important asset. They comprise the foundation of our combat power and the strength of our commitment to the people of New Jersey and the nation. Our strategy for human resources must be ensuring that we have the right people in the right places within our evolving force structure.

A soldier force that reflects the diversity of the State of New Jersey will evidence the future success of the NJARNG. Therefore, our efforts must continue to focus on a qualified and diverse work force. A diverse work force will be achieved through community involvement and outreach programs across the length and breadth of New Jersey. We recruit soldiers, but we retain families. Retention ef-



Col. Maria Falca-Dodson, the Deputy Adjutant General thanks New Jersey Army National Guard soldiers for serving on State Active Duty.

fort must focus on the entire Guard community. Similarly, the NJARNG must grow leaders at all levels to preserve our competitive edge. Mentorship for officers as well as non-commissioned officers will guarantee that the professionalism of the force is maintained.

Objective

Recruit, retain, and develop a highly qualified and diverse force capable of performing current and future missions for both civil and military operations.

Strategies

- (1) Include a recruitment tour for the development of officers and non-commissioned officers so the best individuals serve on the recruitment team.
- (2) Reach out to all communities to find the very best diverse candidates to join the New Jersey Army National Guard to match New Jersey's changing demographics.
- (3) Retain qualified personnel through benefits, job satisfaction, and caring leadership.
- (4) Promote diversity in the leadership of the force through mentorship and professional

development.

- (5) Relocate the force based on demographic changes.
- (6) Man a full time support force at 100% authorized strength that supports the total force.
- (7) Utilize technologies to continuously integrate the full-time and traditional drilling guard force to achieve mission requirements.

Core Planning Area 4: Training

"To lead an untrained people to war is to throw them away."

Confucius

The ability of the NJARNG to maintain a relevant and trained force capable of accomplishing federal and state missions will be accomplished through emphasis on individual and collective training. The basis for this training is Army Field Manuals 7-0 (Training the Force) and 7-1 (Battle Focused Training). Increasingly the NJARNG will be required to train and function in an environment of combined and joint operations.

War-fighting exercises are the methodology to accomplish this and are the foundation for the development of both competent leaders and effective command and control systems. War-fighting exercises encompass both field and simulation (tabletop) environments. These exercises must not only focus on standard tactical scenarios, but homeland security missions as well. Simultaneously, emphasis must be focused on individual fighting proficiencies and field skills.

The ability to train the force to Army standards will be a constant challenge. Reduced resources will cause the NJARNG to rely more heavily on Training Aids, Devices, Simulators, and Simulations (TADSS). As we obtain new force structure, training support



New Jersey Army National Guard soldiers run communications line.

packages must acquire simultaneity. This technology will enhance individual and collective training necessary to achieve the NJARNG mission objective statement. Training technologies will incorporate new devices along with legacy systems. The key to successful training in the future will be the successful integration of TADSS into training scenarios. The measurement of success will come in the form of mission accomplishment and soldier retention.

Objective

Maximize future technologies to prepare the force to conduct rapid and sustained operations.

Strategies

- (1) Maximize live, virtual, and constructive training strategies to meet conventional and Contemporary Operational Environment (COE) threats.
- (2) Maximize the use of training aids, devices, simulators, and simulations, focusing on individual and leader training.
- (3) Enhance Distributive Training Technologies to optimize training, operations, and lead-

ership development.

(4) Integration of core competencies and training strategies for all soldiers to execute operations in support of civil authorities.

(5) Project and procure training seats required by Force Structure changes.

Core Planning Area 5: Infrastructure

"The art of building, or architecture, is the beginning of all the arts that lie outside the person; and in the end they unite."

Havelock Ellis

Infrastructure, driven by changes in the Force Structure, will also transform in the next ten years. Increasingly, they will serve as the projection platforms for missions both here and around the world. The Army is embarking on a ten-year program to up-grade all National Guard armories. The NJARNG must ensure that a refurbishing campaign plan is developed to ensure that the maximum benefits are extrapolated from this plan. As part of this plan, decisions will have to be made to consolidate and/or close existing facilities. Clearly, the quality of our infrastructure directly affects the readiness and well being of our soldiers.

Achieving transformation in both Missions and Force Structure will require harnessing the power of technology as never before, and realizing its full potential. Information Technology (IT) will facilitate collaborative learning, mission planning, and execution from widely dispersed localities. Our infrastructure must be prepared to accept this new technology and support its applications.

As demographics shift to support the mission objective, as training becomes more complex with the need to be distributed, infrastructure will become a vital link for NJARNG success.



A second lieutenant is pinned during the Officer Candidate School graduation ceremony at the National Guard Training Center at Sea Girt.

Objective

Sustain, restore, modernize and construct facilities and technologies, to provide support and adaptability to any force structure as well as mission modifications to the New Jersey Army National Guard and its communities.

Strategies

- (1) Pursue National Guard Bureau, State and Congressional funds to sustain, restore, and construct facilities and technologies.
- (2) Match infrastructure to force structure (consolidate, reduce, modernize, replace, etc.).
- (3) Upgrade all facilities to meet force protection requirements.
- (4) Consolidate flight facilities.
- (5) Modernize and consolidate medical facilities.
- (6) Centrally re-locate the Regional Training Institute (RTI).
- (7) All soldiers connect securely from anywhere in the world in real-time to Army National Guard IT services.
- (8) A "State-Wide Area Network" (.mil) that

meets the Information Technology (IT) security requirements allowing seamless and constant connectivity for New Jersey National Guard units to Department of the Army and the Department of Defense (DOD) IT resources.

- (9) Distributive Training Technology available anywhere at anytime.

Conclusion

"Forewarned is forearmed. To be prepared is half the victory."

Miguel De Cervantes

The NJARNG must continue to evolve and transform itself in order to remain a trained and ready force that is relevant and capable of operating across the full spectrum of military and civil operations for the foreseeable future. Force structure is the engine that will drive that change across all the core planning areas. Simultaneously, the NJARNG must maintain its personnel strength, while ensuring that the force is diverse, and prepared for the leadership responsibilities required to lead the NJARNG into the future.



New Jersey Army National Guard soldiers clear an M-16 before storing it.

NEW JERSEY AIR NATIONAL GUARD

"No man is entitled to the blessing of freedom unless he be vigilant in its preservation."

General Douglas MacArthur

Core Values

The New Jersey Air National Guard (NJANG) embraces and adheres to the three Air Force Core Values. By incorporating Loyalty, the Army's first core value, as part of the NJANG creed, the New Jersey Air National Guard is demonstrating its commitment to joint service in support of community, state, region and nation.

Core values instill within our membership a belief system essential for mission accomplishment. Teaching and reinforcing the fundamental principles governing ethical behavior, responsibility and teamwork provides a moral compass for navigating our future.

- Integrity First
- Service Before Self...in the Volunteer Spirit of the National Guard
- Excellence in All We Do
- Loyalty - To Our State, Nation and Those Who Serve

Vision Statement

To be the pre-eminent community based reserve force in the country . . . ready, reliable and relevant across the full spectrum of current and future missions . . . enabled by a diverse membership rich in talent and dedicated to Air Force and New Jersey Air National Guard core values in the service of community, state, region and nation.



A KC-135E Stratotanker from the 108th Air Refueling Wing refuels an F-15.

Mission Statement

Provide fully equipped, motivated and well-trained personnel capable of executing an array of homeland and expeditionary missions in support of The Adjutant General, the Governor of New Jersey, the United States Air Force and the Commander-in-Chief while remaining ready, reliable and relevant in a new and dynamic national security environment.

Core Planning Area 1: Mission

"Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after the changes occur."

Giulio Douhet

Throughout the duration of the Future Reach Plan, a U.S. military confrontation with a peer competitor is considered somewhat unlikely. Regardless of what experts forecast, the NJANG must be ready to counter and mitigate an array of potential threats, ensure peace and stability abroad and safeguard the homeland. The current transformation move-



177th Fighter Wing Aerospace Ground Equipment NCO tags a piece of equipment before using it.

ment within the Department of Defense presents the NJANG with hard choices about mission and force structure.

Decisions must eventually be made concerning the balance between Federal and State missions, relinquishing legacy platforms, acquiring new technologies and weapon systems, preserving the citizen-airman culture, understanding the implications of remaining relevant, and how to embrace transformation in a zero-sum environment. Air Expeditionary Force (AEF) and homeland defense requirements will further challenge the NJANG.

Potential transformational missions lie in new homeland defense roles such as general purpose alert and air sovereignty with precision strike - a capability ultimately derived from expeditionary capabilities. Homeland Defense includes continental air and missile defense, maritime and land defense, and protection of military headquarters and operations. The NJANG is playing a vital role in protecting and preserving critical national centers of gravity.

Objective

Support American global interests and enhance homeland security by leveraging New

Jersey Air National Guard joint capabilities, unique demographics and strategic location.

Strategies

- Position the NJANG to pursue, compete for and transition to follow-on missions for both the fighter and heavy model aircraft.
- Seek sunrise missions and other emerging transformational opportunities, i.e., Northeast Joint Homeland Defense Operations Center, UAV/UCAV, Space Defense, Civil Support Team, Information Warfare or Airborne Laser.
- Use deliberate planning and the pursuit of new and emerging missions to retain our current multi-talented work force.
- Seek Homeland Defense and Military Support to Civil Authorities (MSCA) roles congruent with federal mission requirements.

Core Planning Area 2: Force Structure

“The times change and we change with them.”

Lothair from Owen’s Epigrammata

The NJANG is entering a period of mission re-balancing, Base Realignment and Closure-Efficient Facilities Initiative (BRAC-EFI) and transformation. Mission is a determining factor in what equipment, facility funding, and staffing allocations an organization receives. The NJANG must posture itself to be competitive for sunrise missions and associated force structure. All NJANG force structure ultimately flows from the Air Force.

Educating public officials is a time-tested practice; however, engaging the people responsible for the programmatic nuts and bolts is becoming equally important. Involvement in the ANG and USAF corporate processes can build effective partnerships through weapon system coalitions and Integrated Pro-

cess Teams (IPT). The NJANG must aggressively promote its vision and aspirations in the areas of Missions and Force Structure. Single mission or specific platform advocacy may unintentionally limit flexibility and available alternatives. Restrictive budgets will no longer allow the replacement of older aircraft manufactured in the 1950's, 60's, 70's and 80's with state-of-the-art systems on a one-for-one basis.

Objective

Influence Air Force and Air National Guard force structure planning, programming and budgeting to ensure the New Jersey Air National Guard remains a ready, reliable and relevant force supporting state and federal missions.

Strategies

- Make and keep NJANG weapon systems viable as new mission opportunities arise.
- Actively engage in Air Force and ANG corporate processes to ensure the continued relevancy of NJANG force structure.
- Ensure NJANG Unit Type Code (UTC) structures remain relevant under AEF, War-time, Global War on Terrorism (GWOT), and Homeland Defense tasks.
- Educate elected officials, community leaders and New Jersey National Guard members to become stakeholders in force structure processes.

Core Planning Area 3: Human Resources

"If we should have to fight, we should be prepared to do so from the neck up instead of from the neck down."

General Jimmy Doolittle

The most enduring and valued asset of the NJANG is its people. Attracting and hold-



Pilot and co-pilot of a 108th Air Refueling Wing KC-135E Stratotanker supporting Operation Enduring Freedom.

ing onto bright, motivated, patriotic, and technologically savvy individuals who subscribe to a spirit of service will demand a multifaceted, long-term investment strategy.

The next 10 years will present significant recruitment, retention and end-strength challenges. Force composition could conceivably change to reflect the feasibility of non-traditional members with special skills, flexible seasonal work schedules and privatization. Civilians and contractors will fill gaps in non-warfighting skill areas created by force structure realignments.

Strength and relevance are inexorably linked. Strength is more than filling slots; it is deft and comprehensive people management. A well-implemented investment strategy – producing the right people with the right qualities - will make the future envisioned for the NJANG by this plan, a reality.

Objective

Identify, recruit, develop and retain a diverse work force that is community-based and ensures successful accomplishment of New Jersey Air National Guard missions.



108th Air Refueling Wing Security Forces at Kandahar International Airport, Afghanistan.

Strategies

- Recruit and retain quality airmen, representative of our communities, to achieve and sustain 100% strength.
- Refine and implement innovative strategies to keep the NJANG viable in a competitive employment environment.
- Aggressively promote employer support programs that enhance proactive relationships between employers, guardsmen, and the NJANG.
- Ensure family support programs address quality of life issues, job satisfaction, and long-term retention.

Core Planning Area 4: Training

“Nothing is more terrible than activity without insight.”

Thomas Carlyle

DOD’s Joint Vision 2020 Plan provides the blueprint for innovation, joint exercises and training to exacting standards as ways to prepare today’s force for tomorrow’s challenges. Enlightened and meaningful training regimens will prepare our force to be intellectually operational. Continuous learning fosters cre-

ative thinking and through application, experimentation and simulation leads to the development of revolutionary concepts.

Distance learning, interactive software, internet courses, and sophisticated simulation networks will disseminate educational materials on a wider scale and with greater savings than traditional classroom instruction. New technologies will grant more freedom to seek career opportunities and professional development. Without state-of-the-art education, training programs and supporting systems, the New Jersey Air National Guard will find it difficult to retain the people who make unrivaled aerospace power possible.

Objective

Train to meet exacting standards for achieving the levels of readiness necessary to execute emerging expeditionary and homeland defense/security missions within a dynamic, sophisticated battlespace.

Strategies

- Provide members opportunities to learn, develop professionally, advance, and cultivate a desire for increased knowledge to ensure the future vitality of the NJANG.
- Meet the challenge of training and educating a diverse work force that will remain technologically relevant in an increasingly sophisticated battlespace.
- Identify new skill-sets to support capabilities-based planning and execution.
- Prepare leaders for increased responsibilities in joint agency, joint service, multi-national task force, and multi-cultural arenas.
- Utilize civilian skills and work experience to expand NJANG capabilities in MSCA operations.
- Capitalize on military/civilian contractor opportunities inherent with desired weapon systems.

- Seek people with flexible work schedules to permit increased availability.

Core Planning Area 5: Infrastructure

“Always design a thing by considering it in its next larger context – a chair in a room, a room in a house, a house in an environment, an environment in a city.”

Eliel Saarinen

September 11, 2001 brought to the forefront the terrorist threat within our borders and the need for vigilance and uncompromising force protection. Such measures should not sever the community bonds the NJANG has already established. Rather, the NJANG should use improved security and exemplary environmental practices to improve these relationships. Moreover, a sound conservation program preserves scarce resources, prevents the wasteful use of energy and materials and demonstrates responsible base stewardship.

An installation’s merits will be judged on its ability to generate, project and sustain aerospace power for AEF and homeland missions. During conflict, crisis or contingencies, our bases will serve as mobilization and deployment platforms for projecting American military might. Efficiencies can also be gained from joint and interagency occupancy and use.

Fiscal constraints and flat budgets will result in more DOD efficiency measures to maximize limited resources. A master facilities plan combined with a measured military construction program should include the functions and features NJANG installations will need for future reliability and readiness.

Objective

Provide and sustain infrastructure that



177th Fighter Wing crew chiefs at Prince Sultan Air Base, Saudi Arabia.

supports and adapts to the changes occurring within the military, governmental and private sectors to successfully meet NJANG expeditionary and homeland mission requirements.

Strategies

- Develop and maintain secure, energy-efficient, economically responsible, environmentally compliant, and technologically viable infrastructures that promote joint-use and mission readiness.
- Focus infrastructure and infostructure planning efforts on maximizing transformational opportunities.
- Ensure new and upgraded construction projects incorporate flexible, innovative design features to accommodate future mission requirements.
- Develop community stakeholder support for NJANG missions and infrastructure through education and cooperative involvement.
- Maintain and enhance on-going mutually supportive relationships with environmental



108th Air Refueling Wing boom operator supporting Operation Iraqi Freedom.

groups and neighboring communities through proactive environmental stewardship and commitment.

Conclusion

*"We must all obey the great law of change.
It is the most powerful law of nature."*

Edmund Burke

The NJANG Future Reach Plan is, in essence, our flight plan for the next 10 years. In examining the challenges ahead, the FRP details strategies designed to keep the NJANG viable. We must successfully adapt to the shifts occurring in technology, aerospace doctrine, operational concepts, organization, and aerospace power.

The nature of tomorrow's battlespace and the reliance on asymmetrical warfare by adversaries will dictate new skill-sets, training philosophies and warfighting skills. Effects-based planning and execution is rapidly altering the way the armed services fight. To be a reliable partner in the Total Force, we must embrace change to compete for new sunrise missions. The NJANG also needs the appropriate resources.

The NJANG remains committed to its flying missions. DOD transformation acknowl-

edges a role for aging platforms if system capabilities permit integration into joint, net-centric environments. Consequently, we must seek service life extensions, modifications and upgrades to our existing F-16C and KC-135E models. Interim measures will permit an eventual transition to new roles and platforms like the F-35 Joint Strike Fighter, KC-767 and C-17.

People are still our most important asset, and strength will likely determine who receives the emerging sunrise missions. Units unable to maintain effective staffing face an uncertain future. NJANG can expect greater competition from other institutions for the people who operate and support brilliant weapon systems. Attracting and retaining these bright, patriotic and technologically savvy citizen-airmen involves a mutually supportive alliance among families, employers and the NJANG. Community linkage coupled with Employer Support for the Guard and Reserve (ESGR) programs are force multipliers and directly affect readiness.

NJANG participation in weapon system coalitions, USAF and ANG corporate processes and national forums becomes an underlying tenant of successful Future Reach planning. New technologies and weapon systems, reduced aircraft authorizations, asymmetrical threats, and potential transformational opportunities are challenges the NJANG will confront. To maintain the integral role it plays in homeland and overseas missions, the NJANG must have the proper resources to equip, train and manage a truly modern force. Educating and energizing constituencies about our vision of the future and subsequent requirements is essential to give us the tools we need for federal and state mission accomplishment in a changing national security environment.

VETERANS AFFAIRS



A veteran receives a balanced meal at the Paramus Veterans Memorial Home.

"To care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves and with all nations."

Abraham Lincoln, President, the United States of America

Core Values

Veterans Affairs has established four basic core values as the foundation of its ability to provide a successful and focused Future Reach Plan for all veteran populations.

The core values identified below state their definitive and desired outcomes while insuring an interlaced methodology with the department's vision and mission statements.

The Veterans Affairs Core Values are:

- Service: To provide information, assistance, benefits and entitlements to all veterans and other eligible persons.
- Loyalty: To guarantee the recognition of those who have served, are serving and will serve our state and nation and to fulfill our obligation to New Jersey veterans and other eligible persons.
- Respect: To deliver quality programs and

services in an honorable and professional manner.

- Integrity: To ensure the ethical delivery of programs and services to all veterans and other eligible persons.

"We have a sacred obligation to ensure that our nation's veterans receive the honors and benefits they have earned through their service to this nation."

Representative Christopher H. Smith,
Chairman, House Veterans Administration
Committee

Vision Statement

Veterans Affairs channels and ensures provisions are established to meet the future needs of veteran customers throughout the State of New Jersey.

Mission Statement

To be the key advocate and provider of veterans' health care, programs and services.

Core Planning Area 1: Missions

"Only those who will risk going too far can possibly find out how far one can go."

T.S. Eliot, Poet-Author

The future needs of the State of New Jersey veteran population are paramount to the Veterans Affairs mission. The risk associated with meeting future mission requirements will require carefully planned and supported mission strategies to ensure a successful outcome for each veteran who is in need.

Objectives

- To expand the size and scope of the Transitional Housing Program for Homeless Vet-



A volunteer plays the piano for a veteran at the Menlo Park Veterans Memorial Home.

erans.

- Upgrade the Transitional Housing Program to improve quality of life for residents.
- Continue to provide and ensure that education and training opportunities are made available for eligible persons.
- Increase the usage of the Montgomery GI Bill (MGIB) education program.
- Advocate and provide information, services and programs to benefit veterans and their families.
- Provide for the collection, preservation and conservation of historical artifacts, related to all of New Jersey's militias, veterans and military industrial support base.
- Provide the military history of New Jersey through historical research and the accurate interpretation of exhibits and to develop educational programs for use at a museum site or within the community.
- Seek to improve the scope and operational efficiencies of current cemetery operations to ensure the highest level of honors are rendered to deceased veterans.

Strategies

1. Continue inspection, approval and supervision of existing institutions and training sites

while expanding outreach.

2. Evaluate and implement appropriate outreach strategies.
3. Provide information, services and programs through Veterans Benefits Bureau, Veterans Service Offices, work-study interns and volunteers.
4. Obtain certification as an Army Museum.

Core Planning Area 2: Force Structure

"The United States is like a giant boiler. Once the fire is lighted under it, there is no limit to the power it can generate."

Winston Churchill, Prime Minister
Great Britain

Veterans Affairs will maintain current organization structure and modify as required to provide adequate personnel and equipment as needed.

Objectives

- Organize New Jersey's Veterans Extended Care Nursing Homes to meet demands and investigate alternative services such as Assisted Living, Adult Daycare and Respite Care for out year planning purposes.
- Secure adequate space in locations that are safe and accessible for rendering veterans services.

Strategies

1. Establish regional centers that provide all services to veterans in the community.
2. Explore ideas through department Installations Division and conferring with leasing office.



Open-air courtyard at the Paramus Veterans Memorial Home.

Core Planning Area 3: Human Resources

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

Thomas Edison, Inventor

Human resources are extremely important to Veterans Affairs for it to be successful in providing health care, programs and services to our veteran population. The ability to provide is based on ensuring adequate staffing throughout the Department.

Objectives

- Retain and recruit sufficient and qualified staff for the three Veterans Memorial Homes
- Recruit sufficient and qualified staff for the National Guard Militia Museum.

Strategies

1. Consult with the Department nurse recruiter to attract and retain qualified personnel.
2. Provide scholarships as incentives.
3. Establish affiliations for professional development and training.
4. Establish permanent professional staff for

museum.

Core Planning Area 4: Training

“The great aim of education is not knowledge, but action.”

Herbert Spencer, English Philosopher

The assurance of effective training and professional development to meet future Veterans Affairs mission requirements in an ethical and honorable manner is necessary for our veteran programs success.

Objective

- Assess training needs on an on-going basis to meet all mission requirements.

Strategy

Provide or coordinate in-house training opportunities and investigate other sources such as US Department of Veterans Affairs and professional conferences and seminars.



New Jersey Air National Guard pilot with his children at the Brigadier General William C. Doyle Veterans Cemetery.

Core Planning Area 5: Infrastructure

“Every gun that is made, every warship launched, every rocket fired signifies, in the final sense, a theft from those who hunger and are not fed, those who are cold and not clothed.”

Dwight Eisenhower, President
United States of America

The maintenance of necessary facilities and equipment to ensure future veteran targeted population needs are met in a professional manner is necessary for any future vision to be a success.

Objectives

- Improve the scope of operational efficiencies for current cemetery operations.
- Improve efficiency of facilities through acquiring new technology.

Strategies

1. Secure adequate funding from appropriate grant sources to improve current facilities with new technology (including information technology connectivity opportunities) and to renovate and expand current space available assets for Veteran Healthcare, Programs and Services.
2. Facilitate new construction and renovation to meet changing needs of residents in long term care facilities and cemetery space utilization.
3. Complete construction and renovation to meet changing needs of long term care facilities and cemetery space utilization.
4. Develop plans for multi-purpose room at Paramus Nursing Home.

Conclusion

Veterans Affairs provides healthcare, pro-

grams and services by virtue of dedicated and well-trained employees. It will continue to emphasize adequate staffing of New Jersey's three Veterans Memorial Homes for dedicated and dignified care of an aging and chronically ill veteran population. Veterans will continue to be supported by experienced Veteran Service Officers to ensure all benefits and entitlements due and earned are received.

The State Approving Agency will continue to inspect, approve and supervise programs of education and training to meet the transitional needs of eligible persons. In addition, the agency will continue to expand outreach opportunities to increase utilization of the MGIB.

New Jersey's rich and honored military tradition will be maintained through erection and dedication of suitable monuments, memorials and maintenance of a National Guard Militia Museum system.

Veterans Affairs will ensure that every deceased veteran and entitled family member desiring a burial at the Brigadier General William C. Doyle Veterans Memorial Cemetery will be provided with a dignified and honorable interment.



Veterans Haven Transitional Housing Program for Homeless Veterans.



Members of the 108th Air Refueling Wing, New Jersey Air National Guard, on deployment in Southwest Asia.

Glossary

Area of Operation (AO) – A geographic area assigned to an Army commander by a higher commander. An AO has lateral and rear boundaries, which usually define it within a larger joint geographical area.

Action Plan – Two-year plans derived from 10-year Future Reach Plan objectives and strategies.

Aerospace – Describes the seamless operational medium that encompasses the domains of air and space flight.

Aerospace power – The use of lethal and non-lethal means by aerospace forces to overwhelm an adversary for achieving strategic, operational and tactical objectives. Rapidly provides the national leadership with a full range of military options for meeting national objectives and protecting national interests.

Air Expeditionary Force (AEF) – Wing, group, squadron and/or individual assigned and attached to an Aerospace Expeditionary Task Force (AEF) or attached to an in-place numbered air force (NAF) by Department of

the Air Force orders.

Air Force/Air National Guard Corporate Process – An organized methodology where positions on issues are developed, acted upon, elevated and presented to cross-functional organic boards and working groups to effectively staff and promote programs.

Base Realignment and Closure – Effective Facilities Initiative (BRAC-EFI) – The commission charged by Congress with responsibility for trimming excess DOD domestic base infrastructure based on mandated criteria.

Basing – the location of all-component programs and services.

Brilliant Weapons – Next generation, high technology systems characterized by exponential increase in lethality, precision, and stealth. Represented by digitalization, high-speed microprocessors, laser, miniature autonomous robotic vehicles, microwave, and charged particle or neutral particle beam devices.

Capabilities-Based Planning – This concept is rooted in the fact that while we may not know with precision how or where threats to U.S. interests may arise, we can anticipate the capabilities necessary to deter and defeat potential adversaries who will rely on surprise, deception, and asymmetric warfare to achieve their objectives.

Combat Arms (CA) - Those maneuver units that directly engage the enemy in combat. They include infantry, armor and cavalry organizations.

Combat Support (CS) – Those units that directly assist the maneuver forces on the battlefield engaged in combat and directly influence the fight. They include, but are not limited to field artillery, engineers, military police, etc.

Combat Service Support (CSS) – The focus of logistics at the tactical level of war; the synchronization of essential functions, activi-



Members of the 253rd Transportation Company, New Jersey Army National Guard in Iraq.

ties and tasks necessary to sustain soldiers and their weapon systems in an area of operations; includes but is not limited to that support rendered by service support troops at arm, fuel, fix, move, man, and sustain the force.

Commissioned Officer (CO) – An officer holding a rank by commission (authority designed by Congress) ranging from second lieutenant to general.

Contemporary Operational Environment (COE) – The range of missions and assignments where units may be deployed. These include combat operations, counter-terrorism, operations other than war (OOTW), peacekeeping (PK), peace enforcement (PE), nation building, and post-conflict activities.

Demobilization – The act of returning the force and material to a pre-mobilization posture or to some other approval posture; also involves returning the mobilized portion of the industrial base to peacetime conditions.

Education Programs – State Approving Agency for college and non-college level programs, state vocational education programs.

Effects-Based – End result, type of weapon used to defeat objective.

Effects-Based Operations – Effects-based

operations strive to negate the will and fighting ability of an adversary by achieving desired actions and reactions through predetermined effects. Effects-based operations do not focus on destroying the enemy or linear movement of battle lines. Rather, coordinated sets of actions combined with technology result in more precise, concentrated and less destructive targeting.

Expeditionary – Force Package deployed to meet threat (Fighter, Bomber, Refuel, etc) Implies capabilities used for OCONUS or overseas operations.

Flight Plan – A chartered course of action for the future viability of the NJANG.

Force Structure – all components of services and programs.

Future Reach Plan – Strategic Planning Document projecting outward 10 years into future and based on assumptions developed by the DMAVA Executive Steering Committee.

Homeland Defense – Protection of U.S. sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression.

Homeland Security – A concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. Opera-



177th Fighter Wing F-16C Fighting Falcons on Combat Air Patrol.

tions for securing key assets and protect citizens within New Jersey and the Northeast Region.

Homeless Programs – Transitional housing, homeless intervention, semi-independent housing, stand-down.

Infrastructure – All fixed and permanent installations, fabrications, or facilities for support or control of military forces.

Information Technology (IT) – A term that encompasses a wide range of communication systems, including computers, telephones, pagers, etc. and the systems used to support them (i.e. servers, fiber optics, wireless contracts, etc.).

Infostructure – System architecture for supporting information operations and includes network cabling and wiring, routers, hubs, etc. Joint Vision 2020 – A document published by the Chairman of the Joint Chiefs of Staff. It is a template for guiding the continued transformation of America's Armed Forces. Joint Vision 2020 promotes a vision of a fully joint force for 2020: intellectually, operationally, organizationally, doctrinally, and technically.

Liaison – That contact of inter-communication maintained between elements of military forces or military and civilian authorities, to ensure mutual understanding and unity of purpose and action.

Logistics – The process of planning and executing the movement and sustainment of forces in the execution of military operations.

Manning – those activities that provide component programs and services with appropriately qualified personnel.

Mission – The primary task assigned to an individual, unit, or force. It usually contains the elements of who, what, when, where, and the reason therefore, but seldom specifies the how.

Mobilization – The process by which the Armed Forces or a portion thereof is brought



Entrance to the Brigadier General William C. Doyle Veterans Cemetery.

to a state of readiness for war or other national emergency; includes the assembling and organizing of personnel supplies and equipment.

National Command Authority (NCA) – The President and the Secretary of defense or their duly deputized alternates or successors. The NCA holds nuclear weapons release authority for the American military.

Net-Centric Warfare – Network centric warfare links platforms (e.g. tanks, ships and aircraft) in a common share awareness network to establish information superiority and enhanced decision-making. Network centric warfare focuses on the rapid passing of information among different entities for increased response to threats, e.g., passing sensor data to permit one warship to shoot down an incoming missile by using another ship's radar picture. Network centric warfare derives its force multiplier effect from the ability to link advanced communications systems with information.

Non-Commissioned Officer (NCO) – An enlisted person in a position of authority holding a grade above the rank of private or airman, and below warrant and commissioned officers.

Objective Force Structure – The vision of



New Jersey Army National Guard soldiers on homeland security duty at the George Washington Bridge.

what the Army should look like in the future specifically a lethal, lighter, smaller force, which can be deployed anywhere in the world. It addresses personnel, equipment, and weapon systems.

Operating Tempo (OPTEMPO) – The annual operating miles or hours for major equipment systems in a battalion—level or equivalent organization. In common usage it has also come to mean the pace of activities within a unit on a day-to-day basis.

Out Years – Future years for planning and programming purposes—two or more years.

Precision – Achieving desired effects quickly with fewer resources and with a minimum of unintended or unnecessary damage.

Program Objective Memoranda (POM) – Budget estimates for individual programs under Planned Programmed Budgeting System. Submitted by the services to the Secretary of Defense.

Quadrennial Defense Review (QDR) – A process designed to provide a comprehensive review of the nation's defense strategy, programs, and policies. The 2005 QDR will be the fifth attempt to adapt American military strategy and force structure to the post-

Cold War security environment.

Regional Training Institute (RTI) – The army approved school house for the NJARNG, which conducts MOS and leadership courses.

Rules of Engagement (ROE) – Specific direction or guidance given to units upon deployment on a mission delineating the constraints on the employment of deadly force.

State Approving Agency – A state agency under contract with the United States Department of Veterans Affairs to provide evaluation of college and non-college education or training programs for veterans.

Sunrise – Future emerging missions, operations or tasking including Northeast Joint Homeland Defense Operations Center (HDJOC) located in NJ, Unmanned Aerial Vehicles/Unmanned Combat Aerial Vehicles (UAV/UCAV), Space Defense, DOD Civil Support Team (CST) in New Jersey, Information Operations/Warfare, and Airborne Laser (ABL) – Directed Energy.

Sunset – Former mainstream missions, operations or tasking now relegated to low demand, secondary roles because of reduced validity and/or viability. Usually associated with aging or legacy weapon systems with lim-



Left to right: N.J. Meritorious Service Medal, N.J. Distinguished Service Medal and the N.J. Vietnam Service Medal.

ited capabilities. Legacy systems may reach end of service life faster than receipt of replacements.

Terrorism – Defined by Joint Publication 1-02 as, “the calculated use of unlawful violence or threat of violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.”

Total Force – All Air Force Components – Active, Guard, Reserve, Civilians, and Contractors brought together seamlessly and synergistically under one organization structure.

Training – the process of acquiring, maintaining, and enhancing skills and knowledge of employees.

Training Aids, Devices, Simulators, and Simulations (TADSS) – Equipment, systems and programs that assist in the training of soldiers for their combat missions. This would include computer enhanced training devices, operation exercises that are computer generated, three dimensional objects or models, etc.

Transformation – Create improved force capabilities for new operational concepts through changes in the structure of command, control, training, readiness, doctrine, technol-



New Jersey Distinguished Service Medal ceremony.



1-150th General Aviation Support Battalion, New Jersey Army National Guard on deployment in Panama in support of Operation New Horizons.

ogy, and organization for combat. Strives to create an adaptable force capable of confronting shifting challenges, unfamiliar missions and periodic strategic surprises through balance of improved legacy forces and ultra-high-tech forces for special missions. Employing lighter, faster, better-networked forces from all services using the tools of the information age to orchestrate warfare in half the time it takes an enemy to act.

United States Northern Command (USNORTHCOM) – U.S. Northern Command is the newest of the regional combatant commands who provide “unity of command” for the United States in countering threats to the American homeland from the air, land or sea domains. USNORTHCOM’s area of responsibility includes the 48 continental states, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles. The command’s mission is homeland defense and civil support, specifically to conduct operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories, and interests within the command’s assigned area of responsibility;



Deployed New Jersey Air National Guard airmen home after a recent deployment.

and, as directed by the President or Secretary of Defense, provide military assistance to civil authorities including consequence management operations.

Veterans Entitlements – Tuition assistance, transportation, PTSD, claims assistance for state and federal programs, interment services, veterans preference, property tax deductions.

Veterans Service Office (VSO) – A field office that provides veterans advocacy, entitlement assistance, state program authorization.

Warrant Officer (WO) – An officer of the Army ranking above a non-commissioned officer but below a commissioned officer and holding office on a warrant (certificate of appointment) instead of a commission.

Weapons of Mass Destruction (WMD) – those weapons, which by their nature can inflict numerous casualties or considerable destruction to infrastructure often over great distances. They include chemical, biological, radiological, nuclear, and high-yield explosives.

ACRONYMS

ABL – Airborne laser

AEF – Air Expeditionary Force

AF – Air Force

AFRC – Air Force Reserve Command

ANG – Air National Guard

BRAC-EFI – Base Realignment And Closure – Effective Facilities Initiative

CA – Combat Arms

CO – Commissioned Officer

COE – Contemporary Operational Environment

CONUS – Continental United States

CS – Combat Support

CSS – Combat Service Support

CST – Civil Support Team

DOD – Department of Defense

EAF – Expeditionary Aerospace Force

ESGR – Employer Support for the Guard and Reserve

GWOT – Global War On Terrorism

IT – Information Technology

NCO – Non-Commissioned Officer

NGB – National Guard Bureau headquartered at the Pentagon

NJANG – New Jersey Air National Guard

NJARNG – New Jersey Army National Guard

NJDMAVA – New Jersey Department of Military and Veterans Affairs

NJNG – New Jersey National Guard

QDR – Quadrennial Defense Review

SOF – Special Operations Forces

TADSS – Training Aids, Devices, Simulators, and Simulations

UAV – Unmanned Aerial Vehicle

UCAV – Unmanned Combat Aerial Vehicle

USDVA – United States Department of Veterans Affairs

USNORTHCOM – United States Northern Command

UTC – Unit Type Code

WMD – Weapons of Mass Destruction

WO – Warrant Officer



JAMES E. MCGREEVEY
GOVERNOR

BRIGADIER GENERAL GLENN K. RIETH
THE ADJUTANT GENERAL

COLONEL MARIA FALCA-DODSON
DEPUTY ADJUTANT GENERAL

COLONEL (RET) EMIL PHILIBOSIAN
DEPUTY COMMISSIONER FOR VETERANS AFFAIRS